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CIA CAREER COUNCIL

61st Meeting

4 May 1960

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. . . . The 61st meeting of the CIA Career Council convened at 4:00 p.m. on Wednesday, 4 May 1960, in room 231 Administration Building, with the following present:

25X1A9A	Gordon M. Stewart, Chairman Robert Amory, Jr., Member [redacted] Alternate Member Richard Helms, Alternate Member Lyman B. Kirkpatrick, Member [redacted] Member Lawrence K. White, Member [redacted] Executive Secretary	25X1A9A
	[redacted]	25X1A9A

MR. STEWART: The meeting will come to order.

The first item is the minutes of the 60th meeting, attached to the agenda, for your approval. Does anyone wish to make a change or correction, or addition or deletion? No response.

. . . . The minutes were approved as submitted

MR. STEWART: Now we go to the discussion of the Survey of the CIA Career Service that Mr. Kirkpatrick drew up and about which there have been a number of other papers. Merely as a matter of convenience we have, on this large sheet of paper that you all have before you, established on parallel lines the positions that have thus far been put in writing. See Attachment A.

I would propose that we might now, or at perhaps some later stage of the discussion, want to simply go down the points here and see what the consensus

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is about these matters, and see if we can pretty well take a position as a Council with regard to these very basic recommendations that have been made.

Now, do you wish to follow that procedure or would one of the members wish to pose another way of doing business today?

MR. KIRKPATRICK: I move we go point by point. It seems to me you have already presented a system for expeditiously handling the various points established.

MR. STEWART: I would like at each point, Dick and Red, to have your positions on any of these points stated before we discuss them further. I think since you have not put your positions in writing we should ask you to take a position, if you wish to, with regard to any of these before we go further.

Let me say one further thing, since this is a matter that has of course been of intense interest to me and of paramount interest over the last year--and more so, I think - at least I've been privileged to spend more time on this than most of you--I would like to say that I think there are positions taken in Mr. Kirkpatrick's paper that will be debated in the Agency probably over the next several years. I don't think that everything that is proposed in his paper can or should be agreed to at this point. However, I also feel that failure to agree, and particularly with regard to the question of the ultimate structure of Career Service in the Agency - failure to move to that point now does not mean that you won't move in that direction in the future.

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I think there is a real possibility that after more is done in this Agency to clear away the debris, to get our house in order, to have a more full and accurate accounting of our personnel assets and our management techniques we may very well want to move closer to a Career Service System than we have at the present time - that is, a special Service within CIA.

With that one statement, then, if there is no objection let's go on to point 1, which is the establishment of a CIA Career Development Board. Dick, would you care to speak to that point?

MR. HEIMS: It is our feeling that we would like - and I intend in any event to appoint in the relatively near future a career development officer, so that our interest in the Career Development Board is we would accept with some modifications; in other words, we would see this as a Board which made general Agency policy but wouldn't actually handle individual cases of people or groups of people--that, in our opinion, is a function of command and should remain with the respective Deputy Director. So for career policy coordination and such matters you would want to come before it, it's a fine idea, but that the actual careers of individuals in the Clandestine Services should be handled by the Deputy Director concerned through a career development officer he would appoint and who would be a member of such a committee that was established. That in brief is our reaction to the recommendation that there be a Career Development Board. But if I understood the recommendation it would be an

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adjunct of the Director's Office and would acquire certain powers which we
don't feel it should have--do I make myself clear?

MR. STEWART: I believe so.

COLONEL WHITE: Yes.

I'd like to say by way of introduction that the IG's report has certainly served to cause more serious and concerted thinking about Career Service and what we want from Career Service, and whether or not it has been a failure, than anything I know of that has happened in the past several years. All of the Office Heads and Staff Chiefs in the DD/S have considered this with care, and we have had two rather long meetings on it, so while I express my own views as DDS, I think I can say by way of introduction that generally what I have to say about it represents the almost unanimous view of the DD/S Office Heads, and our reaction to the establishment of a Board as recommended is unanimously negative. We feel that the establishment of a Board of this kind would in the first place either duplicate or usurp the powers of the Director of Personnel and really destroy the last vestige of prestige that the Director of Personnel has. We think that is wrong as a principle. Secondly, we feel very strongly that the Personnel Office function is and should be a service function, and that the real personnel managers in the Agency must be line managers - Deputy Directors and Office Heads under the Deputy Directors - and we do not think that establishment of a Board of this kind with really authority

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to overrule the Deputy Director would work in this Agency. As I said yesterday, I would admit that I may be the most cantankerous of the Deputy Directors but at least the others are not very docile, and I don't think that we could expect it to work. We therefore don't believe that a Board of this kind is desirable or would work. We do think, however, that a small group--whether you call it an Executive Committee of the Career Council, or a Secretary, or what have you--a small group of perhaps one individual working for each Deputy Director but under the chairmanship of the Director of Personnel, and responsible to the Director of Personnel, might serve a useful purpose in arranging more rotation or better planned rotation, and developing the careers of a small number of people who should be moved across the lines. But with that small number who should be moved across lines, rotated in and out from one Deputy to another, we believe that the Deputy Directors should assume primary responsibility for the career development within their components and without a Board with the power that this one would have.

MR. AMORY: So you don't agree with Gordon Stewart--

COLONEL WHITE: I agree with a Board chaired by the Director of Personnel but not with the authority to order Deputy Directors around.

MR. AMORY: I think we feel willing to submerge some sovereignty in this field, because you have to make up your mind whether you are going to have one career management program - whatever you call it - or whether you are

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25X1 going to have three--a [redacted] one, a GSA one, and an [redacted] one, 25X1
which just happen to jointly pay fealty to one Allen Dulles or his successor.

COLONEL WHITE: Well, I feel myself that one of the major things that has been wrong with Career Service is the fact that we I believe did create this thing and have allowed the idea to continue that people are going to be rotated in large numbers--and I don't think that is practical in this Agency. I don't think you can ever rotate among Deputy Directors very many people. They have to be a very small number of carefully selected people. In the Support components, with the exception of the Office of Training, we have no rotation problem with the Clandestine Services, and so long as the concept maintains that the Support components hire, train and supply functional specialists to the Clandestine Services we have no problem, except in the Office of Training where we have a real need to rotate people into not only the Clandestine Services but into the DDI and DDS as well, and back, as instructors, because we feel the man there needs to be first of all a good teacher but secondly he must know first-hand what he is trying to teach. And we would like to see some more formal mechanism worked out for this kind of rotation. But with the exception of the Office of Training the Support components do not have this problem.

MR. HELMS: There was no question in my mind that this was a terribly thoughtful and penetrating study you have made here, and it goes to a great

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deal of matter that is totally valid, looked at from one point - we haven't gotten on with this job probably as well as we should, but by the same token I submit the evidence that since we do inside this Agency have such a diversity of function and require such a diverse type of individual, and his capabilities and interests, etc.--that we don't accomplish our aim, it doesn't seem to me, by rushing in the direction of making everybody "functional", as they used to say around here, but we should try to devise a system which will take care of the problem which we in fact have. In the military services that is a very real and sensible conception for them, that everybody as he goes up the line should learn to do as many things as he can, so that when he becomes Chief of Staff or Chief of Naval Operations he has had a little bit of everything--but I don't believe that is the direction we should go in if we want to maintain our usefulness in Government. It is one reason why we should remain a civilian organization in large part. And the fact that we can't solve the Career Service problem - their difficulties - doesn't mean we should go at too rapid a speed. This may take a lot of time. I think certain of these suggestions are certainly in the right direction and we should accept them, but I don't think we are going to do it by attempting to not go to the extreme that Bob outlined here but going to the other extreme, if you like, of making everybody interchangeable.

MR. AMORY: That is why we think the problem is not one of dealing

25X9A2 with [redacted] -the great bulk should be handled through the line, and policy

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guidance and prejudicial difficulties among the three Deputies. But when you come to manning the top echelons of the Agency - the supergrades, say - that this ought to be something that is looked at centrally and coherently. And the few instances we have now of rotation that have worked out very well - or cross movement - are only symptomatic of much greater advantages that could come about by substantially more--I mean, I feel that looking ahead 20 years from now I don't think anybody should be a key Assistant Director on my side of the house who hasn't done duty on the collection side, and I don't think the top people on the collection side should not have put in a tour producing intelligence and seeing what needs to be done by the collector--I just think we would be appreciably more efficient as an overall Agency if we did that, and since we would be dealing with only the top selected guys, it wouldn't be an unmanageable big problem, and you would have sufficiently broad-gauged, able people that even if they didn't have the specialty and you actually downgraded the performance in a given job by not putting a technician in it--so what if this Board should order somebody into ORR who wasn't a fully-trained economist, or something like that - that might be damned good for ORR to have a non-professional giving a beady-eyed look at some of their settled conclusions about the Bulgarian economy, or whatever.

COLONEL WHITE: I believe also, Bob, that there should be some mechanism to rotate a small number of highly qualified people, and we shouldn't

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rotate anybody that we don't want back. This has been one of our problems. I have had any number of people highly recommended to me who weren't very good operations officers or they weren't very good intelligence officers but "they were wonderful with people and they would make a fine Director of Personnel." This is one reason why we can't effect rotation. I would personally be glad to see--and, as I say, I don't have any problem except Training - most of the problem I think is between you [indicating Mr. Amory] and Dick--but I would like to see some sort of projection made that states the number of people that would be rotated between certain components each year, or each two years, or whatever. I think that would be far more effective than the ad hoc basis that we do it on now. That would mean, in your case and Dick's, that you would take some of his and he would take some of yours.

MR. KIRKPATRICK: In 1955 didn't we have established a number of rotational slots?

MR. STEWART: I think I remember the history of that a little bit. I think setting up a slot that you can use that way is easing the administrative bind and really letting people pour off the excess fat.

MR. KIRKPATRICK: All I'm simply saying, in commenting on Red's point, is that I don't think it can be done artificially, and I think there we were trying a little artificial insemination in this business of trying to get rotation moving. It's never going to move in any sizeable proportion, because

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it just isn't practical. In some of our other Surveys we have pointed out areas where we think it could profitably move - a reports officer from the DDI to go to a reports officer job in the Clandestine Services for a tour and return. But I think obviously the DD/I position is far closer to ours, rather than the DD/S and DD/P. We have tried to write here a paper which is both practical and also idealistic - idealistic from the point of view of looking for a type of Career Service that this Agency deserves to have and yet looking at our rather odd and not too brilliant organizational structure and trying to fit it into that. We, obviously, recognized and anticipated a resistance to the human sovereignties. It's only natural. You would get that anywhere. The United States Government hasn't solved that as far as States' rights are concerned. So that I might say that the views that are expressed here are not at all unexpected as far as the authors of this document are concerned. But where we are speaking of career development we are speaking precisely of what you are talking about and the people you want to rotate, and we are speaking about the people that Mr. Amory is speaking about when he talks of his Assistant Directors blooded in other parts of the organization. What you are actually doing, Red, is assigning some of your senior officers overseas so that they can move up in the echelon. What we are trying to get here is a body - we thought of the Foreign Service Board and the way they handle some of their assignments--and we are also trying, of course, to stick to what this Council

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at one point decided, when it crossed the Rubicon, when we decided we would have one Agency and not three--and trying to perpetuate that.

MR. AMORY: One detail: we feel very strongly about this point that the Board should be chaired by the Director of Personnel.

MR. KIRKPATRICK: We did, too. We didn't suggest it in the paper - we felt that was a natural--but we didn't want to prejudice the philosophy we were putting forward by injecting a technicality. And as far as the comment about whittling down the authority of the Director of Personnel, we sat here late at night trying to figure out how you can enhance it without cutting into the sovereignty which is so precious.

MR. STEWART: I find that as far as we have gone in the discussion there is no great disparity in views. I believe it is generally agreed that we should try to move around the Agency the people that may be expected to move in the future to top positions, that they should have broader experience than the person who is going to be a [redacted] specialist and stay in EE Division most of the time. I don't believe that we are talking about exchanging a reports officer for an analyst. I think that is a good thing, but I don't think that is what we are really talking about here.

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MR. KIRKPATRICK: But a Board like this couldn't start out with this much of a job.

MR. STEWART: I think also - just to sort of pull things together here -

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I think also the career development work that must be done by each of the Deputies is a necessary step before you get to exchanging--and I say this from my own experience, that let's say the people in ONE tell me there is a position open there for a really first-rate guy for a couple of years on Far Eastern matters or Sino-Soviet relations, or something like that--they want to have a guy brought in to have this experience and then get back into DD/P. Frankly, it is impossible at the present time, as we are organized, to get good candidates.

Somehow or other you get down to who wants to unload. I got a list of the most familiar people I have ever seen--people I tried to hide away for years - since

1953. I went back to [redacted] and I said we won't even talk business 25X1A9A

on this basis, unless you can afford to put up somebody good--and Sherman is just going to have to staff this one himself, as best he can. But this kind of an opening, to my way of thinking, is better than having a fellow in his early 30's going to the War College. He would get much more out of this than at the War College.

MR. AMORY: I think the tragic thing is that it is considered - well, I won't say "a fate worse than death" but it is considered as basically impairing one's career chances in the DD/P to get out of the central vortex of rotation in the Clandestine Services. In other words, it is the opposite of a feather in the guy's cap. And you're never going to get these guys so long as

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that is the attitude. I'm not saying that is Dick Helms' attitude or Dick Bissell's attitude, but certainly if you took a poll of GS-11's to 13's down there they would say "this is a good way not to get fame and fortune."

MR. STEWART: We can never let this policy founder on the rock of DD/P folklore. You take a fellow who goes out under one of the very best cover propositions I have ever heard laced together, and the last day before he went out one of the senior people in his Division called him in and said, "Sorry to see you go - this is suicide - you have left homeplate" - and gave him about 45 minutes of that kind of talk--and everyone in the whole organization was trying to push the thing in the other direction. This kind of folklore in the DD/P - we know it exists, and I don't think there is a darn thing you can do about it--and I think there are certain types of it around in DD/I and DD/S-- but I don't think we should be set aside by that, do you?

MR. HELMS: I don't know what you do about that.

MR. STEWART: Just sail in the face of it.

MR. KIRKPATRICK: I have a suggestion - call the supervisor in and fire him, and do that to about three and it's going to stop.

MR. AMORY: Or, constructively, you pick out 15 guys apiece - a manageable size - who are really first-class - they're the 13's being picked for promotion to 14's or the 11's picked for promotion to 12's, and you send six of them to DD/S and nine to DD/I for three years, or whatever period it

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might be. That defeats the folklore so fast.

MR. STEWART: As a practical suggestion it might not be a bad idea if you started modestly on this sort of thing to at the same time send people to the senior colleges and to have them up before this Board for a brief interview, or before the other Board. I don't want to impose a huge load on this one. I think the other Board might do a lot of that kind of grassroots work. I think you could clearly by symbol set this apart from the walking the plank sort of thing.

Well, are we agreed, then, to the need for a Board or device chaired by the Director of Personnel, a man whose principal occupation would be career development and concerned with both policy and the arrangements for exchange of personnel between the main areas.

MR. HELMS: Excuse me a second, but something I'm not clear about, and it may be that I'm confused by the paper I have in front of me, but it is my understanding that the Career Council is to be done away with, is that correct?

MR. KIRKPATRICK: We recommended it.

MR. HELMS: In other words, if you establish an entity such as we have been discussing here, it would take the place of the Career Council?

MR. STEWART: Well, that would be Kirk's recommendation. I think

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it might be well, just for the sake of logic, to take that point up right now.

MR. KIRKPATRICK: It's very important, because if I understood you, Dick, and your point on this particular proposal, if it is set up the way the DD/P wants it then the Career Council should not be abolished, because you're doing away with something that you still need; but if it is set up the way we have proposed it, then it should be abolished. So you have to decide which. I notice that the D/Pers statement is that the Council be redesignated Agency Personnel Board. This is purely a matter of semantics, but I think it would be a grievous mistake to do away with the Council or to change its name to Agency Personnel Board for the simple reason that many of our employees are already skeptical about Career Service and if you change it they will say, "See, they have changed it."

MR. STEWART: I think that is a good point.

MR. KIRKPATRICK: The whole point I'm making here is that the charter of your Career Development Advisory Board will very definitely affect your second recommendation - as to whether this group should be abolished.. If it is set up one way it should be abolished, and if the other it should not be.

MR. AMORY: My reason for abolishing it is that you get the best (inaudible) the proposed Board, which I suppose would be manned by supergrades of their respective Deputies--

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then if they can't agree and there are loggerheads there to be settled let's not have it go to any other formal board to be settled, let's bring it to the Deputy Directors' meeting. You don't need an intermediate echelon between that.

MR. KIRKPATRICK: That is the whole point.

COLONEL WHITE: Well, I do not agree with the abolishment of the Career Council--and I don't care what you call it, but I think Kirk has a very valid point there on changing the name--because I don't believe that there exists in this Agency any people who are going to be put on this Board whose views even though unanimous are going to be accepted by the Deputy Directors as policy - without a fight, and this fight is going to be between the Deputies and the Director. So I don't see any alternative to establishing Agency personnel policy but to have these things brought before the Deputy Directors. I don't care if the composition of the Career Council is changed--but, Dick, the very major thing that we worked on for months--at the time Gordon took over--as to whether the Director of Personnel was going to command people and order people around or whether he was going to be a service function - no one can settle that except Deputy Directors, and the Director in the final analysis--I don't care what Board you appoint, no matter who you put on it they can't take over that kind of policy decision. The Deputies' meeting isn't that kind of a meeting. You are going to have to have a special meeting of some kind to have that

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settled. I'd be perfectly happy to refer to the Board we talk about to do a lot of the chores which we have been doing, particularly interviewing people for the National War College and that sort of thing, but I think to settle the major personnel policy questions you have to have a Career Council, or the same thing by another name.

And, if I may, as long as I'm speaking I might go ahead to the Supergrade Board. I don't think either--I won't unless I'm told to--I don't believe it's practical to delegate to any board - I don't care who is on it, unless it is the Deputy Directors themselves on it - the handling of supergrades in this Agency. I don't see how you can do away with the Supergrade Board.

MR. AMORY: I agree with that.

MR. HEIMS: I agree.

MR. AMORY: That is self-evident.

MR. KIRKPATRICK: Gordon, just to speed this up let me summarize then: It is agreed there should be a Career Development Board with a slightly different charter.

MR. HEIMS: You can throw out the Selection Board and the Examining Panels.

MR. AMORY: You would still leave in the Career Council?

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MR. HELMS: I'm not objecting to its continuance.

MR. KIRKPATRICK: I think if you are going to modify the Career Development Board then I would say we would think the Career Council should continue. In other words, as I see it now the DD/P is abstaining from agreement to setting up a Career Development Board along the charter we propose, and therefore, if it is modified to bring in the DD/P it would be modified to such a point that there is valid reason to continue the Career Council. And I think Red's point that it would take a lot of the burden off the Council is valid.

MR. STEWART: I would like to say a word about the Career Development Board, and that is this: there is a sort of Gresham's Law that applies to it. If there is anything having to do with personnel work people will do it. If there are policies to be discussed, if you want a career development program in the Agency you have to hold the people's feet to the fire that are doing it. They have the business of dealing with people and they have to be at it good and hard. They have to know the files, know the people, know where the jobs are-- and they have to be a little faster than a lot of others because personnel management is something that many people will pick up and handle for you if you don't get around to handling it yourself. They show up, they have jobs, commitments are made, they're on their way overseas before things are actually

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agreed to. This is true right straight down the line, I'm sure of that. And I'd very much feel that the main point we are discussing here, namely, career development, needs the concentrated effort of a few good men - and you need it in each area, and I think you certainly need these men to get together once they have sorted out who are the real "comers", who are the people with problems, etc., and get together for the purpose of moving them across lines--but that is rather the last job they get to, and they have a lot to do before they get to that. Now if you turn this into another merry-go-round of writing papers, staffing them out, getting them up to the Director - a lot of "busy work" - you aren't going to have career development as a result.

MR. HELMS: The Career Council could continue to take care of policy.

MR. STEWART: I think so. And I think if the Director of Personnel can sit down there in his office over papers, and coordinate - I think that is his job. I think if you ever unloaded that aspect of personnel onto a Career Development Board you wouldn't have any career development left. It's hard to find time to see people and chase things down.

MR. HELMS: Is the name for this entity a Career Development or a Personnel Development Board? If we are going to have a Career Council do we want a Career Development Board as well?

COLONEL WHITE: I'd like to make a comment on that. In our meeting

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yesterday our Office Heads unanimously felt that one of our problems may be the misuse of "Career Service"--I said, "What is it we want out of Career Service?" And I think we came out that what we want is good personnel administration. And we have tended to create an atmosphere in which people think of Career Service as something that is going to bring tangible benefits - in other words, as an end in itself rather than just a tool of personnel management--and not to over-play this Career Service/Career Council business and try to bring this back into focus as a tool by which we would have good personnel administration. Because I think we have made that mistake - people were inclined to believe that when they became a member of the Career Staff this was going to bring some tangible benefits--which we haven't been able to deliver. We feel in the DD/S that certainly there are some pluses and minuses in the Career Service to date, but there are a lot more pluses than minuses. We feel there has been a great improvement in personnel management.

MR. HELMS: You wouldn't recognize the Agency today if you looked at it from the vantage point of ten years ago.

COLONEL WHITE: This is why they say it's a failure - because we haven't produced any tangible benefits yet--we haven't produced a retirement program. So it might be wise to call this something other than a Career Development Board.

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MR. HELMS: One of the things, it seems to me, that has caused disappointment--and I agree with everything you said, Red--is the fact that the conception somehow got abroad that a career in this life, whatever your organization, whatever your agency, whatever your company, is some paternalistic sort of feudal device whereby you take a fellow at age 21 and put him on an assembly line and put him on a belt and put some stamps on him, and at age 60 he has accomplished something. And I'm sure that this goes to the root of a great deal of this. Fellows come up and ask you the silliest questions--"Who in the Agency is worrying about little me and where I'm going to be five years from now?" And I must say, to anybody that was around this world in the Depression that is rather a disheartening outlook on life.

COLONEL WHITE: I think we are fairly well all together here, except on the one point Bob has on whether you want to eliminate the Career Council.

MR. AMORY: I will defer to the majority on that. And I think the idea of not having two confusing names is a good one.

MR. STEWART: Well, we have finished page one.

MR. KIRKPATRICK: Has everybody agreed to getting rid of the Selection Board and Examining Panels?

MR. STEWART: Yes, that was agreed to a minute or so ago.

MR. KIRKPATRICK: That makes this whole exercise worthwhile! [Laughter]

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MR. STEWART: I second that. Bravo!

Next we have the Career Service system. Dick, do you want to speak to this one?

MR. HELMS: I would like to refer to what Kirk said a moment ago, that in the proposing of this I'm sure that a part of the object was idealism and what it might look like sometime in the future, but I must honestly say at the present time I don't think this suggestion would be viable, to put all these people together in this type of category and organize your Career Boards and Career Service on this basis. At least the way we're organized today we find it has advanced the cause a little. I can see what goes to the idea - because there are certain aspects of it which just fit like a hand in a glove, but there are certain other aspects that don't fit at all. I submit that I think it would be terribly difficult to administer, and I think it would be even more difficult to administer if you don't take the conception of the Career Development Board as it was put in this paper. In its modified form it would have a very difficult time handling a proposition such as this.

MR. AMORY: I can see how some individual could come up with that idea, but I'm amazed that it survived to get into your (Mr. Kirkpatrick's) paper, because it not only seemed to me to be impractical but to be anti-idealistic-- I mean, the ridiculous thing that comes up is that every dispatch coder in OCR would become a career professional, whereas Pete Scoville and Art Lundahl because

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they happen to have academic degrees and professions would be excluded. I can't believe you even tested the idea.

MR. KIRKPATRICK: Well, I think that is a rather extreme interpretation. [Laughter]

MR. AMORY: That is the exact meaning of your words. An interesting thing--as we brought out in our memorandum--was that in talking to a sort of Panel that we impounded for this purpose--a Panel of young, able guys a long way from top management in the Agency now--that is just exactly the opposite of their concept. They said, "If we considered ourselves first an economist and then an intelligence officer then we would be working for Columbia University or U.S. Steel or Morgan Guaranty Trust Company, but we are in this game because we are an intelligence officer bringing to it the discipline that somebody else might bring to it a discipline in languages or something like that."

But I gather you [indicating Col. White] are not for it?

COLONEL WHITE: No.

MR. AMORY: Then there is no point in making further speeches.

COLONEL WHITE: I might throw the IG at least the olive in the bottom of the glass by saying the DD/S is already organized along occupational lines.

MR. KIRKPATRICK: Actually, it was a subtle DD/S careerist that wrote this, you see! [Laughter]

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MR. STEWART: Then, finally, we come down to the bottom of page 2, a Career Staff and its future - the question of limiting membership and the question of extending the period of apprenticeship, so to speak, to five years from the present three years.

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[redacted] I'd like to ask a question about this. I

couldn't tell from the Survey, but I got the impression that a man who worked five years would be accepted in the Career Service. That is what this says, that is, he wouldn't be assigned to a Career Service until he had been here five years.

MR. HELMS: You would have him for rations and housing.

MR. KIRKPATRICK: What do you do now for three years?

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[redacted] This says he won't be assigned to a Career

Service until after five years--

COLONEL WHITE: You meant he would not be selected into the Career Staff as a member of the Career Staff.

MR. KIRKPATRICK: I think the other aspect is pertaining much more to the JOT than the line.

MR. STEWART: You were thinking of intelligence officers--that is, the present JOTs plus the intelligence officers that Bob hires in at the professional level, say at grade 7 or 9, or above, would come in and be on

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slots controlled by the Career Development Board for a period of five years, rather than being as it is now - the JOT is in a slot controlled by the Director of Training for a period up to three years. That is really what this proposal amounted to, isn't it? The only thing that worried me about it - I really feel that these things, no matter how you do them, that people are going to end up, in a relatively short period of time--within one or two years--in the areas in which their careers will be pursued for a longer period of time - because that is the way JOT is working now, at the completion of training the JOT does go to the Division or Office where he then stays for a period of time--he is not moved thereafter. And the idea that he will be moved from here to here, and from here to here, and then after consultation you would say, "Well, you should probably go back to this, or on to that" - that has not worked out

in practice, has it indicating [redacted] ? At the completion of

training we take a hard look at the boy and he goes into the job he then stays in. And the Divisions talk with these boys not in terms of a short-term detail, they talk to them in terms of how much training they have to go through, when they will be overseas, what they will have to do when they come back from overseas; in other words, they start right away planning their careers. So I don't know what five years would mean in terms of pressures at the present time, and our practices at the present time.

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MR. AMORY: I think that changing just for the sake of changing would produce all kinds of misunderstanding as to why we made the change. I can't believe that your investigation shows that we have made mistakes on people at the end of their three years that would have been avoided if we had taken a further look.

MR. KIRKPATRICK: I think we did discover, Bob--and perhaps this is not the fault of the probationary period as much as the fault of the massive selection for the Career Staff within fairly recent years--people have been selected into the Career Service that we are now selecting out of the Agency.

MR. AMORY: Weren't most of them those that came in in the big hump when we started Career Service? My feeling would be you get a perfectly good look at a guy in three years, and that distinguishes him from a guy who is trying out CIA - trying it on for size. That is long enough. After all, there is nothing permanent about a guy being in one Career Service rather than another one. The easiest thing in the world is to change a guy's career designation.

MR. KIRKPATRICK: Let's make sure we understand each other here.

They can change their career designation - we don't worry about that, but what we do worry about is selecting him into the Career Service and then selecting him out of the Agency.

MR. AMORY: I agree with that. If you happen to have one of these

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cases who happens to have a series of lateral shifts, the fact that you know at the end of three years he is a good guy for CIA and you put him into a certain Division and then find he should be in Contact Division, or someplace else, that isn't a mistake you need worry about. The point you are making is a correct one--the fact that he gets commissioned, not the branch he gets commissioned in.

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[redacted] A point here is that the great percentage of turnover is in the first five years.

MR. STEWART: Yes. It's terrible among women.

MR. KIRKPATRICK: If somebody stays beyond five years I think your percentage is 89% that you will keep him.

MR. AMORY: That would be very impressive to me if you do have the figures. Is it very high between three and five years?

MR. KIRKPATRICK: We are not saying that three or five or any fixed period is accurate. What we are saying in effect in these two recommendations is, first, on selection for Career Service we would like to see three years - or whatever period you determine - be established as the minimum you will serve before selection in; and then, depending upon where you rate with your colleagues, you will be selected earlier or later. But this gripe that you get from the Agency that "we ought to be fairly permanent" - barring somebody taking to

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drink or dope or suddenly falling apart, that once in that you get this job security which otherwise people don't have. And we all recognized that the selection out business was going to jar morale in the Agency, particularly when you select out somebody who within the last three years was selected into the Career Service. So what we are saying is that the people selected in the first three years are the guys who make the varsity. But for the girls, as Gordon says, maybe it should be a longer period of years.

MR. STEWART: I think it would be perfectly proper to put a minimum age and a minimum number of years. If you put age 25 and three years' service we would just eliminate the problem of the girls completely.

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[redacted] Strangely enough, the girls do care about this--but it

does create a great deal of work under the present system of processing and everything else, which doesn't really amount to anything because the next year or the year after they have left the Agency.

MR. KIRKPATRICK: And that would satisfy most of your JOTs? Because they won't be 25--

MR. STEWART: No, they would be 26 or so.

COLONEL WHITE: Now where did we end up here?

MR. STEWART: Three years as the minimum number of years to spend in the Agency before selection into the Career Staff, and age 25 to be the

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minimum age for selection. And would this cause you trouble, [redacted]

25X1A9A [redacted]

No. As a matter of fact that is what is

happening now. When they become eligible if we are not sure about them we

just recommend that the Selection Board defer them until we are satisfied.

MR. KIRKPATRICK: Slower selection in.

MR. STEWART: Yes.

COLONEL WHITE: The Head of the Career Service will now select his people into the Career Service?

MR. STEWART: Correct - he will select them in.

MR. AMORY: I have one point here. I wouldn't put it in any paper but just have it understood that you wouldn't take anybody in the Career Service who hadn't had one promotion--I mean as a sort of guidance for the professionals.

MR. KIRKPATRICK: In the lower grades that is fine but when you bring in specialists--as a philosophy, yes, but as a rule, no.

MR. STEWART: Then one final thing. If the Heads of the Career Services select these people in I would want to be sure that we have at least a check of the records, which we do now and which is very useful - because things get into the records - medicals, psychiatrists, security, and so on, that you just have to haul out at this particular juncture and take a look at.

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We will devise the steps on that. I think it's pretty obvious what they will be.

Now we go to page 3. Well, I certainly agree to

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rescinding Regulation [redacted]

COLONEL WHITE: There are some Office Heads in the DD/S who find this very useful, and while we don't have any objection to it being rescinded we would not like to have a prohibition--

MR. KIRKPATRICK: Number 10 right below it.

COLONEL WHITE: Right. Okay. We have no objection to it being rescinded.

MR. KIRKPATRICK: All we feel here is it takes off the books the Homestead Act. A good supervisor is going to do some planning for the people he wants to get ahead, and this simply stops the screams we get from somebody who says, "Well, nobody ever worked out a career plan for me."

MR. HELMS: I think that #10 is good. I also think #11 is good.

MR. AMORY: I wonder about the timing of 11. We agreed at the Deputies' Meeting on Monday we are going to carry out a paring down thing and then shoot for early retirement. It would be somewhat better if we waited until we got this early retirement thing further along.

MR. KIRKPATRICK: What we have in mind is going to take some time to prepare.

MR. HELMS: I assume this is a brand new brochure.

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MR. KIRKPATRICK: Yes, and designed along the lines of "What Career Service Means to You."

MR. STEWART: I think it ought to come out after the RIF is completed.

MR. KIRKPATRICK: Sometime in 1961.

MR. HELMS: It will take a long time to write.

MR. KIRKPATRICK: It will take a longer time to coordinate, I'm sure. [Laughter]

MR. STEWART: With all the prose that is on paper now, it won't be hard at all.

MR. KIRKPATRICK: It's the sort of paper I would like to write on a day like this - just before leaving the country. [Laughter]

MR. STEWART: Any other business? [No response.]

May we just make one announcement?

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 We would like to have a meeting very shortly to review a policy which was adopted by the Agency but on a tentative basis, and that is this one-step promotion policy. About a year has passed since that policy was put into effect, and we thought it might be worthwhile to have you individually make a review of the effectiveness of this policy in your components and get together and see whether it is a sound policy.

MR. AMORY: It's the most unpopular single administrative procedure

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in the Agency.

25X1A9A [redacted] We are certainly getting indications of this every day,
and it seems timely to look at it.

MR. HELMS: Let's have a meeting.

COLONEL WHITE: Can you give us some statistics--I mean on the number
of people. We have had nothing but complaints out of it, but that doesn't mean
to me necessarily that it was a bad thing. But could you give us the statistics
on the number of people who have been involved in the various components?

MR. STEWART: We can very easily do that.

MR. AMORY: And if you could check around the rest of Government.

The main complaint I get, and I'd like to know if it is soundly based, is that
we are almost the only agency in Government that does that. Just a statement
whether that is true or not.

MR. STEWART: It is true.

. . . . The meeting adjourned at 5:05 p.m.

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